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**CRISIS IN THE HOSPITALITY SECTOR POST-COVID-19 RELATED TO HIRING  
STAFF**

By

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Under the supervision of

Dr. Daniel O'Sullivan

Submitted in partial fulfilment of the requirements for the degree of

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Acronyms

COVID-19 ..... Corona virus disease (19)

## Chapter 1- Introduction

### 1.1 Context and background

The COVID-19 pandemic has abruptly and unexpectedly changed the hospitality sector, exposing certain labour weaknesses. The COVID-19 situation is probably going to have an acceleration effect on the effects of technology adoption, reduced labour pools, and workplace dangers. According to current forecasts, 24% of the job losses brought on by COVID may be permanent (Borrero et al., 2020).

Since its discovery in December 2019, the worldwide pandemic COVID-19 has posed serious threats to public health and the economy (McKibbin and Roshen, 2020). When it comes to economic sectors, the hospitality industry has been hit particularly hard by the pandemic (Baum et al., 2020). The tourist and hospitality industries have seen a dramatic drop in demand as a result of the implementation of different control measures and travel restrictions around the world (Gössling et al., 2020). With one billion fewer immigrants arriving from abroad in 2020 compared to 2019, overseas arrivals dropped by 74% (UNWTO, 2020). The vulnerability of the tourism and hospitality industries to the COVID-19 pandemic has resulted in measures including reduced services, temporary closures, and cost savings (Gössling et al., 2020). The hotel industry's frontline workers, especially in terms of their mental health, have been hit hard by these sudden and extraordinary shifts (Baum et al., 2020; Jung et al., 2021).

Tsao et al. (2021), Bufquin et al. (2021), Jung et al. (2021), Baum et al. (2020), and Melián-Alzola et al. and Ngoc Su et al. (2021) are just a few of the studies that have looked at the psychological effects of working in the hospitality industry. Notably absent from these analyses was a discussion of how to use the dynamic between leaders and followers at the micro level as part of a comprehensive strategy for both rehabilitation and prevention. However, in the post-pandemic age, a notable amount of uncertainty has arisen due to the varying COVID-19 limits and guidelines, the risks of new virus variations, and people's willingness for face-to-face encounters (Ateljevic, 2020). Consequently, a "new normal" requiring employees to undergo psychological adjustments and learn new skills in order to manage changing possibilities, such as immunization passports, varying mask needs in different contexts, or the government's numerous restriction regulations, is necessary (Kaushal & Srivastava, 2021). Although we recognize that many people have lost their employment as a result of the COVID-19 outbreak.

The tourism and hospitality industries in Ireland are vital to the country's overall economy. The

sector is estimated to contribute between €5 billion and €7 billion to the economy annually, or 1.5% to 2.3% of GDP. While the tourism industry— industries in Ireland are vital to the country's overall economy. The sector is estimated to contribute between €5 billion and €7 billion to the economy annually, or 1.5% to 2.3% of GDP. While the tourism industry— Ireland's largest indigenous industry—provides the foundation for the sector's economic activity, the sector's success is also tied to the health of the national and global economies as a whole (Bulin & Tenie, 2020). The availability of discretionary spending and the health of corporations and businesses are two of the most important factors in economic growth. The focus of this study is the hospitality industry in Ireland, which includes restaurants, pubs, and hotels, with a particular emphasis on Dublin City. This is an interesting field to study because, as a major tourist destination, Ireland's hospitality industry is a big part of how its economy grows and how its culture changes.

## **1.2 Research purpose**

Hospitality studies devote a lot of attention to the importance of human capital and resources because the industry relies so heavily on human labour. Service workers in the hotel industry, who put in long hours, often experience burnout due to the stress of the job. In fact, recent studies have recognized the importance of hospitality workers' emotional health (Prayag, 2018). There will be an increase in the emotional labour required of customer-facing workers due to the pandemic, and this is something we are aware of.

Therefore, this discussion expands on recent proposal for crisis and catastrophe management studies to a bottom-up, people-focused one instead of institutional approach. Enhancing service staff's intrinsic motivation and resilience amid the uncertainty calls for a better knowledge of individuals' psychological needs and the quality of the leader-member relation, both of which are emphasized in the present framework.

## **1.3 Research Questions and objectives**

The purpose of this study is to help businesses improve their chances of attracting and retaining talent by spreading the word about an approach that can help them create more appealing job postings. If it's at all possible, let them know how non-Europeans can get work visas. Companies often fail to grant a sponsor visa because they view the process as too difficult. Thus, the research question is, "What are the biggest problems faced by the hospitality sector after COVID-19 to keep or hire qualified staff?"

In order to answer that, the research focuses on the following sub-questions:

1. **What crisis does the hospitality industry face?**
2. How did the problem emerge, and why has Covid aggravated it?
3. How can I keep my employees in the company, and what conditions do I have to create to be attractive as an employer?

## **1.4 Research expectations and outcomes**

This research is a step forward in our ability to comprehend the major challenges facing the Irish hospitality sector related to employment. This study aims to collect data and information



useful for determining the current employment and retention of staff in the hospitality industry and identify key recommendations to boost retention and general welfare of employees.

## **1.5 Chapter overview**

Chapter 1 offers an overview of the study. It explains why the study was conducted and what the researcher hopes to achieve. In Chapter 2, secondary research in the form of a literature review is presented on the study's most central topic in an effort to establish a firm foundation of prior knowledge. The conceptual paradigm and procedures used to collect and analyse data from primary research are then elucidated in Chapter 3. The results are presented in Chapter 4, followed by a brief discussion of their significance for the whole study. In Chapter 5, the research project ends with results, limitations, and suggestions for the hospitality industry and for more research.

## **Chapter 2: Literature review**

### **2.1 Introduction**

In this literature review, we will discuss and analyse previously researched and established theories in the hospitality industry. Beginning with a brief overview of the recent developments in the industry, the crisis in the sector, any improvements in the environment, the qualifications and skills, and the high demand for hospitality, Finally, some material will be discussed that focuses on what motivates employees in the hospitality industry. Everything here is important for collecting and analysing the primary data made by the sample of businesses in the hospitality industry in Dublin, Ireland.

### **2.2 Delegation and Growth**

One of the most recent efforts by the necessary stakeholders has been launching a publication of a workforce strategy for the hospitality industry in conjunction with the UK government. This strategy aims at five key areas: Recruitment, skills and training, staff well-being, infrastructure and image of the hospitality industry (McDonald, 2022). As stated by the economy minister; Gordon Lyons, Ireland's hospitality sector is the “mainstay of its economy”; thus, there is a need for a quick solution to the workforce crisis in the Sector. Colin Neil, the chief executive of Hospitality Ulster, acknowledges that the hospitality sector is people-centric and that the ongoing labour crisis could cripple the Sector. This workforce strategy also seeks to solve the staffing crisis by improving staffing levels and developing workforce skills, as echoed by Kate Nicholl, chief executive of UK Hospitality.

Furthermore, a Tourism Recovery Taskforce was also formulated in 2020 to come up with a recovery plan for the Tourism and hospitality sector as a whole (TRT, 2020). This recovery plan is aimed at promoting investment and competitiveness. The government's decision to extend the 9% VAT has eased the impacts of the pandemic on the Sector (Irish Times, 2022). Interestingly, the hospitality sector is gradually recovering, especially with the lifting up of most of the Covid-19 restrictions. This can be seen in improved occupancy levels in Irish hotels

and outstanding staycation performance (Irish Times, 2022).

### **2.3 Crisis in the Sector**

The pandemic hit the hospitality sector most, especially in Ireland. Most businesses in the Sector were forced to shut down due to Covid-19 restrictions. Businesses such as restaurants saw a sharp decline in customers walking in to dine (Lock, 2022). As a result, businesses could not retain most employees and had to lay them off. Most employees (30%) went to other sectors (Beesley, 2021). Most non-nationals employed before the pandemic are no longer around; they have returned to their homes since the businesses were shut for a long. According to PwC (2020), the hospitality sector was the first to lose most of its employees. It is estimated that Ireland's tourism and hospitality sector employs around 260,000 people; of these jobs, 180,000 have already been lost due to the pandemic (TRT,2020). Echoing Colin Neil's words, the hospitality sector is people-centric; it cannot run without the people. The loss of employees has therefore crippled the functioning and productivity of the Sector.

In the pre-Covid times, the hospitality sector was already troubled. With low wages, increased part-time work, a limited number of skilled staff, unfavourable employment practices and exploitation, the Sector was already battling a staffing crisis (Dunne, 2022). The labour shortage in the industry was worse, forcing the Irish hospitality industry to seek chefs from abroad and go further to secure a work permit with the government's help (Beesley, 2021). In his recent speech, the Chief executive of the Irish Tourist Industry Confederation, Eoghan O'Mara Walsh, said the labour crunch is one of the biggest problems affecting the Sector even as businesses strive to return to normal (Walsh,2022). There has been an apparent shortage of skilled personnel in the Sector, which was made worse by the pandemic.

A report by the EGFSN (2015) indicates that, over time, the hospitality sector has been characterized by high replacement rates and high exit rates, which indicate the need for employee attracting and retaining strategies. The hospitality sector requires a high level of

skilled personnel who are currently inadequate. As noted by Cove (2020), Ireland's hospitality sector is projected to grow to 13.7million visitors by 2025. This implies that an additional 80,000 employees will be required to join the Sector, and there is a considerable gap currently. Reports indicate that 5000chefs are needed annually in the Irish hospitality sector, but only 1800 graduates are produced each year, leaving the Sector understaffed. As Irish hospitality businesses strive to attract and retain potential employees, there is low skilled personnel to attract or retain. This is coupled with most people's poor perception and reputation of hospitality. There is a belief that careers in hospitality are not viable, and students are sometimes discouraged from it by parents or counsellors.

There is a massive gap in skills in the hospitality sector, especially for qualified chefs. Other skills gaps include executive housekeepers, bar staff with modern drink and waiting skills, management skills and specialist knowledge such as consumer law, employment law, and allergens. These skills gaps are associated with several reasons, such as; they are costly to acquire, most people in Ireland lack the experience and training in the mentioned areas, and difficulty in retaining these skills once they are acquired (EGFSN, 2015, P.13). Therefore, the labour crisis in this Sector has been intensified by the Covid-19 pandemic that saw the loss of a considerable number of staff that have now become difficult to have back.

## **2.4 Improvement in the Sector**

Although at a slower pace, the hospitality sector in Ireland is recovering from the Covid pandemic. Recently, the government has lifted most of the restrictions, opening up more opportunities in the Sector. People can now rest from vaccine passes, social distancing, ban on using ban counters, and mandatory table services. Employees can carry out their duties with ease. Pubs, bars, and other late-night venues can operate ordinarily overnight with no restrictions (McGreevy, 2022). Failte Ireland chief executive; Paul Kelly expressed joy in lifting restrictions and predicted a full recovery of the hospitality sector by 2022. Other

initiatives, such as Northern Ireland's promotional drive overseas; World Travel Market, have been put in place to promote overseas tourism, which is one of the most significant contributors to the Northern Ireland economy (DfE,2021). Such efforts are meant to revive the Sector and enable people to have their jobs back.

Businesses in the Sector are also employing measures of attracting and retaining potential employees. Such include investment in new staff accommodation facilities, complimentary bus transfers, education opportunities, childcare, and pensions (Cove, 2022). Another initiative mentioned earlier is the workforce strategy launched by Hospitality Ulster in conjunction with UK Hospitality. The strategy aims at addressing all the labour needs in the Sector. It focuses on skills and training, staff well-being, the hospitality sector's image, recruitment and infrastructure, (Cartmil, 2022). The workforce is meant to promote a culture of training and career development, which will help fill the skills gap. The strategy contains initiatives such as the Employers Charter, which requires businesses to support their staff's welfare and career development.

In a survey by EGFSN (2015), businesses in the Sector are employing measures such as; personal training for staff, overseas recruitment, recruitment of trainees/interns and career development programs to curb the labour shortage crisis. The Irish hospitality sector is associated with much instability, precariousness, mistreatment and negative perceptions that, in turn, affect the employee turnover rate. There is a need to draft drastic changes in the recently launched workforce strategy, and fully implement it to ensure that the Sector is improved into a people-centred/employee-centred industry.

## **2.5 Qualification and Skills**

The hospitality sector requires a highly trained and talented workforce to thrive. Such a workforce comprises experienced and educated employees. Unfortunately, according to a report by Failte Ireland, a third of workers in this Sector are new and not experienced as the

Sector struggles to fill the considerable employee gap (Woods, 2022). The new employees are due to the businesses striving to fill vacant employee posts.

Initiatives are being implemented to equip people with the necessary skills and qualifications for the Sector. To begin with, third-level education programs have been launched to promote the attraction and retention of talent and skills in the industry. These online programs provide employees with third-level qualifications for the growth of their skills and careers. The TU Dublin school of hospitality developed the programs and the Tourism and Hospitality Careers Oversight Group chaired by Failte Ireland. The new programs have level 6 higher certification in Hospitality Supervisory Management and level 9 Certification in Hospitality Management Development (Irish News, 2021). These programs will aid a lot now that most of the current employees in the market are new. They will be able to acquire more skills and qualifications.

Another fascinating initiative has been Diageo's launch of a 15-day free training programme for young people aged 18-26. The Guinness Learning for Life program aims to reduce the industry's skills gap by equipping the participants with needed skills and industry-accredited qualifications in Northern Ireland (Irish News, 2021). The program was developed in partnership with the charity springboard and the Andras Group to raise awareness of the hospitality sector and prepare young people for it.

Other than that, employers are also trying to reduce the industry's skill gap. Such efforts include induction programs for entry-level jobs, career development programs, increased in-house training, up-skilling of staff, and simplification of menus, among many more. There is a projected increase in the demand for food preparation and managerial and food service skills (EGFSN, 2015).

## **2.6 High demand in the hospitality**

As mentioned above, the hospitality industry is gradually recovering from the significant impact of the pandemic. Future projections for the industry are highly favourable as businesses

rebound. With everything returning to normal, activities such as overseas travels, staycations and overnight events, customers are expected to return. More tourists are expected to visit Ireland's unique tourist sites. Ideally, the industry's demand for particular services and products will go high. Therefore, businesses need to attract and retain a sizeable number of employees to ensure maximum productivity is achieved. With increased digitalization, personal health concerns (mental health) and climate change, businesses must adjust to meet the dynamic customer demands. Businesses have to be aware of newer market segments and changing demographics. Such include newer hospitality products and services, an increased number of health-conscious customers and a high number of digital travellers (EGFSN, 2015). Understanding such market trends will put businesses in a better position to meet customer demands.

Specific tourism and hospitality segments, like overseas tourism, account for 75% of the Sector's revenue (Ireland, 2020). With initiatives such as reopening such travels in Northern Ireland, we expect to see more tourists on the Irish shores. During the reopening of the famous travel fair in Northern Ireland, World Travel Market in London, economy minister Gordons Lyons mentioned that this move would result in 'recovery and return of visitors on our shores. Notably, overseas tourism accounted for 566million euros of revenues for the Northern Ireland economy before the pandemic (DfE, 2021). This means that as things return to normal, most people wish to enjoy such travel fairs as they did before. More people want to feel the thrill again, thus the expected increase in the demand for such services. Employers in overseas tourism should seek to acquire more talented and skilled personnel to serve the customers when the customers surge hits. Furthermore, businesses should explore newer practices to attract and retain more customers. Such include online and social media marketing to meet travellers' increased need to share experiences on blogs and through reviews (Ireland, 2020).

There is a need to pay close attention to the customers' changing preferences post-Corona times.

Demand for emerging technologies such as virtual and automated reality, digital platforms, and service robots is expected to increase as businesses strive to return or survive in the new normal (ILO,2022). Most people now prefer digital tourism and are health and environmentally conscious as they engage in hospitality and tourist activities. For instance, the demand for access to fitness and well-being services is going to be higher. Consumers want to be assured of their safety and well-being as they recover from such a pandemic. Therefore, business owners must incorporate such packages and invest more to meet the rising consumer demand. Training employees on such trends is necessary to equip them with new consumer preferences.



## **Chapter 3- Methodology**

### **3.1 Introduction**

In this research, a quantitative method was used carried out through an online survey to listening to the employees' side, and a qualitative method through interview directed to Managers/owners/HR of the companies from the sector to understand both of point of view.

Using this technique of mix research will be easier to understand why employees are not coming back to the sector, also the employer's side, what are they doing to make the sector more attractive.

### **3.2 Research philosophy**

This study employed a pragmatic approach, which holds that results rather than theoretical notions should be used in evaluating beliefs (Bauer, 2017). It's an adaptable worldview that "focuses instead on 'what works' as the truth regarding the research topics under inquiry," and it promotes the use of several research approaches. Like both interpretivism and positivism, pragmatism acknowledges the importance of empirical observation but does so in a way that is open to interpretation by the researcher (ukauskas et al., 2018). Appropriate mixed-methods approaches were employed to investigate how participants perceived the employment crisis in the hospitality industry. Furthermore, the cycle between inductive and deductive reasoning is clarified. The researcher used deductive reasoning to show how he or she thought about the crisis we talked about earlier and to compare the results to the current theory to see which one worked best.

### **3.3 Sampling strategy**

As the study progressed, the research counted with the primary emphasis on the research area. As quantitative research was taken, 102 employees and ex-employees were participating in the research through an online survey, which contents 19 questions open and close answers, along

with 3 qualitative interviews, which one was by phone, one face-to-face and the third by email, with Owner Partnership, General Manager and HR Manager from different type of business but all from the sector (Pub, Restaurant and Hotel). Hospitality is a very complex sector, where only listening to the contractors (managers and company owners) would reach the focus of my research. Therefore, recruiting another set of participants, such as employees, would be ideal to understand the concept on the flip side.

### **3.4 Data analysis**

By analysing the papers used in the previous research works, can be noted that most of the research related to the main themes of "crisis in the sector" and "qualification and skills" and was conducted using quantitative; the researcher, therefore, used the same method to survey donors. The other three themes—Delegation and Growth, Improvement in the Environment, and High Demand in Hospitality—were analysed using qualitative methods.

The researcher used in-depth, open-ended interviews as part of a simultaneous data collection strategy to find out how people in the industry see the current job market.

The researcher preferred the QUAN + qual method of analysis because the major goal was to obtain numerical statistics from the organizations' sample, which would subsequently allow for the revealing of one or more preferences as per the participants (Kimmons, 2022). The purpose of the qualitative research in this study was to paint a picture of the real world within certain organizations. To identify commonalities and distinctions, a theme-coding analysis was performed.

### 3.5. Thematic Coding Analysis

Figure 3. 1. Thematic Coding Analysis template



### 3.6 Study Methodology Limitations

The limited sample size raises concerns about the generalizability of the study's results. What is more, the researcher's own views are reflected in the survey's sample breakdown because that is who they surveyed. The global spread of COVID-19 also hampered this study's ability to make in-depth contact with its sample. Some of the businesses that were contacted, for example, said that their inability to engage was due to a reduction in staff. This changed the main methodology plan.

### **3.7 Ethical Considerations**

This issue of ethics was treated very seriously by the researcher because of its importance to the conduct of credible research and studies. The study was given preliminary approval because the researcher followed the appropriate professional ethics code and found no significant or conflicting ethical consequences. In addition, before the start of the survey, all participants had access to an explanation text detailing the procedures and goals of the research; additionally, the respondents were informed of their right to withdraw from the study at any time (Arifin, 2018). Everyone who took part in the study did so voluntarily, and the researcher did not provide any identifying information about them. The researchers thought about the risk of bias and tried to avoid it by using a lot of secondary sources to get their data and do their analyses.

## **Chapter 4: Empirical Findings and Analysis**

### **4.1 Introduction**

This chapter outlines the data collected from online surveys collected from participants recruited to the study. The researcher uses tables and graphs to highlight the main findings and also thematic coding to search for patterns in the qualitative data. Employees and Managers availed themselves of useful data that increased understanding of the crisis faced by the hospitality sector after COVID to keep or hire qualified staff. Whereas the researcher made various contacts to amass as much data as possible, with open conversation, or exploration of the survey questions. Moreover, the researcher made to 102 contacts answers on the survey and three quantitative research based on interviews.

### **4.2 Delegation and Growth**

The first theme sought to understand the general significance of hospitality in the industry. The aim was to discuss how this sector is hugely contributing to the country's economy and the readiness of the government to support it, especially through incentives and favourable policies. Therefore, one of the managers for organization X was posed with the question of whether the hospitality sector has the potential to increase its number of employees given that there is the possibility of issuing permanent contracts to students. In response, the manager replied.

*“Without doubt, our main focus is to direct our efforts towards young and energetic people since they are actively seeking new opportunities for growth. However, we will have to increase our budget for training these individuals to ensure increased mutual*

*benefits.* (Mrs. Carol Brennan- General Manager at TGI Friday's)

This finding agrees with Baum et al.'s (2020) assertion that young individuals are active job seekers and would provide a needed reserve for reduced employee retention levels. Nonetheless, the employers need to invest a lot in such talent to increase the value of such talents, also developing new staff for the sector.

### 4.3 Crisis in the Sector

The second theme explores the employment crisis the hospitality industry faces at the moment since several people have moved to other areas or countries during the COVID-19 period. In Ireland, the hospitality sector was hardest hit by a shortage of employees and also in terms of revenue, which led to a definitive closure. For this theme, a sample of 102 participants were invited to answer the online survey content with 19 open and closed questions.

As the tables shows, one of the reasons for the young generation refuse to work or get back the job in the sector due the weekends working, stressful and Low salaries were the ones most voted by the participants.

**Table one: *Employees' perception related to days off, work environment, salary and benefits, and its impact on reducing the crisis of employment in the hospitality sector.***

<b>In your opinion, what would be the reason for you to leave the hospitality sector, and seek for another area to work on?</b>		
<b>Responses</b>	<b>Counts out of 102 answers</b>	<b>% Of Yes</b>
<b>Most of Weekends working</b>	79 People	80%
<b>Too Stressful</b>	69 People	70%
<b>Low Salary</b>	69 People	70%
<b>Bad Management</b>	56 People	57%
<b>Inflexible working hours</b>	47 People	48%

As shown in the table above, most of the respondents mentioned that most weekends working,

stressful environment and low salaries are the key determinant to lessening the gradual decrease in the employment crisis in the hospitality sector. This finding agrees with Woods (2022), who acknowledges that disparate effects on the vulnerability of migrants in key and other jobs are anticipated to result from the pandemic's unusual influence on the economy, in particular the recession's differential impact on sectors of the economy depending on whether they are regarded necessary or not. Therefore, any boost to their income or additional benefits will encourage their stay, thus lessening the crisis.

Similarly, a PwC (2020) report notes that many firms have revised or created job retention systems in an effort to increase participation. Such plans enable them to retain employees, together with their skills and experience, and to promptly resume normal operations when the economy picks up steam again, rather than having to recruit and train a new workforce. But when countries leave the strict confinement phase, policymakers must find a balance between giving enough help to jobs that are temporarily not profitable and limiting subsidies to jobs that would be kept anyway or that are not profitable in the long run.

A quick solution for companies in the sector would be a better salary bargain for experienced professionals, enough people in busy time to reduce stress and related to weekends make the rosters with rotation, everyone has some weekends off.

#### **4.4 Improvements in the Environment**

Theme three focused on improvement in the work environment in the hospitality industry. The main aspect evaluated included employee-centric factors such as working hours and complexity of work. The aim was to understand the motivators of employees that would be essential to their job satisfaction and thus raise the retention levels in the organizations. The results of the qualitative process are as follows:

The working environment is crucial to employee retention, and the organization should try as much as possible to create a favourable working environment for its employees. Commented

Mr. Tim Giblin-Partnership of The Tolka House Gastro Pub:

*“We are dedicated to a favourable working environment for all employees, including emigrants and international students. However, due to COVID-19, we had some challenges, especially with structuring our office space to suit the COVID-19 measures such as social distancing. Nonetheless, we can work on the current inefficiencies to sustain the current workforce during post-COVID. Some of the adjustments we aim to make include providing a flexible schedule, reducing hours of work, and easing strict operational procedures (Mr. Tim Giblin).”*

As noted in the literature review, Ireland’s hospitality sector had seen an employee retention crisis due to inadequate working conditions, including a flexible schedule to enable a work-life balance. The results of this study confirm Mac Con Iomaire et al.'s (2021) assertion that the Irish hospitality industry should change to become employee-centric to ensure employees are comfortable and do not frequently shift from one job to another and create a gap. Instead, they should adopt practices such as the ability to set one's own work hours and the flexibility to work fewer or more hours per day, as well as rearrange their workspace or work schedule on the go, all of which have been shown to have a major impact on workers' motivation. Additionally, McDonald (2022) notes that the application process for time off to spend with family or study should also be simplified. Scheduling employees' shifts for at least two weeks in advance to give them time to plan around their personal lives and offering the right amount of work means that employees can afford to take time off for fun or be rewarded for their efforts. This can only be done with the help of a process flow analysis in hospitality sector management.

Another question based on this theme focused on the effect of a favourable working environment on improving innovation. In this regard, the question was: *Is the company still providing products/service with the high quality and standard that used to do before covid-19,*



which the staff is proud of being part of the team. Even with the crises in the sector, how the company is dealing to maintain quality in the competitive market?

*“Certainly, our company has been at the forefront of improving the customer experience. For instance, our digital menu and online reservations have increased our brand image, which in turn has attracted great talent to our organization. Nonetheless, creating an innovative environment needs a free and transparent culture that fosters creativity.*

*I am happy to say I am proud of all the Ashling Hotel team. We have an amazing, hard-working team that continuously strives in offering the best quality service to our guests.*

*We have received numerous awards already this year: “The best Irish Breakfast”, “Business & Conference Hotel of the Year”, our Sales & Marketing Director has just been awarded with the “The best Marketing Manager of the year” and one of our Assistant Managers received the award “Rising Star”. Our Accommodation Department received the Gold Award for the Irish Accommodation Service Institute.” (Ana Szabo- HR Manager of Ashling Hotel Dublin)*

In light of this assertion, Ashling Hotel Team believes that an innovative culture is crucial in boosting the brand image, which is a major determinant among employees when selecting the best work environments to work in. Shields (2022) acknowledges that to keep current consumers and attract new ones, a business needs to produce high-quality goods and services, and a creative work culture drives constant improvement. As a bonus, an innovative business often draws in new capital and skilled workers (new employees). The company's reputation and standing in the market can be boosted through innovation, which in turn attracts additional buyers and investors. Businesses that are on the cutting edge of new ideas usually make more money and make more money per customer than their competitors.

Similarly, Dunne (2022) notes that employees are more likely to come up with novel solutions to problems and contribute their best ideas when they feel valued, appreciated, and trusted by their employers. The corporation stands to gain from this. Happier and more productive

workers are a common by product of environments that encourage and reward innovation. If a business is innovative, it will be better prepared to adapt to the ever-changing nature of its industry and market. A team may come up with a revolutionary concept or foresee an impending challenge when it searches for and develops new approaches, processes, or goods. Both of these can aid the business in adjusting to new conditions. In conclusion, the following are some of the advantages of fostering an innovative work culture:

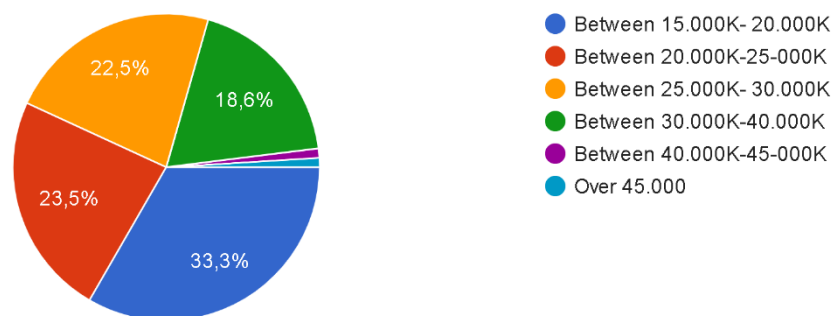
#### 4.5 Qualification and skills

The next theme focused on determining the qualification and readiness rationale with the aim of understanding the perception of the employees relating to the current qualification programs as announced by the government to meet the standards of quality. Therefore, in the survey, the respondents were asked about the essentiality of qualifications and skills in attaining the standards of delivery in the hospitality industry.

*Figure two: Respondents' perception on qualifications and skills for a better job and salary in the future compering with their current wages.*

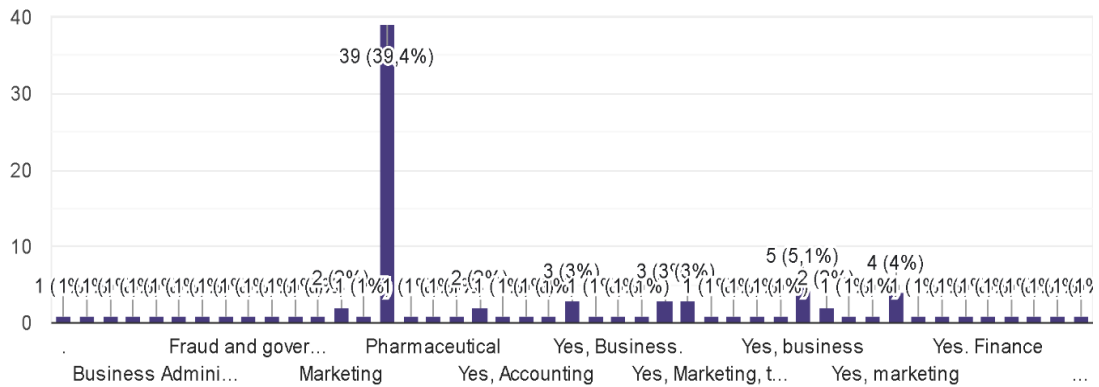
How much is your average annual income at the moment?

102 respostas



Have you tried or started to get any qualification/course to chase a new Career? If the answer is yes, which area? If no, just say no!

99 respostas



Only 39 out of 99 answers did not start some qualification or is looking for at the moment, a while 60 said yes and which courses.

The above figure shows that most respondents have a positive perception following up for a qualification program not related to hospitality sector. 39 people denied that they are ready to undertake any future skills; a majority of much more than 50% agreed that further training is excellent for them; and a majority disagreed that on-the-job training is able to earn a good income in the future.

As shown in the above figures, the results indicate that the work environment in the post-COVID era has seen a paradigm shift and thus needs better standards of quality and service to meet the existing challenges.

According to Beesley, (2021) in the long run, the need for social distance, changes in business and risk management techniques, and the rising need for contactless, self-service, and individualized experiences will necessitate a rethinking of how businesses operate. They are among the new measures introduced by the COVID-19 pandemic, and new qualifications and skills are needed to better fit the industry. So, people should be ready to improve their skills to meet the new standards of service.

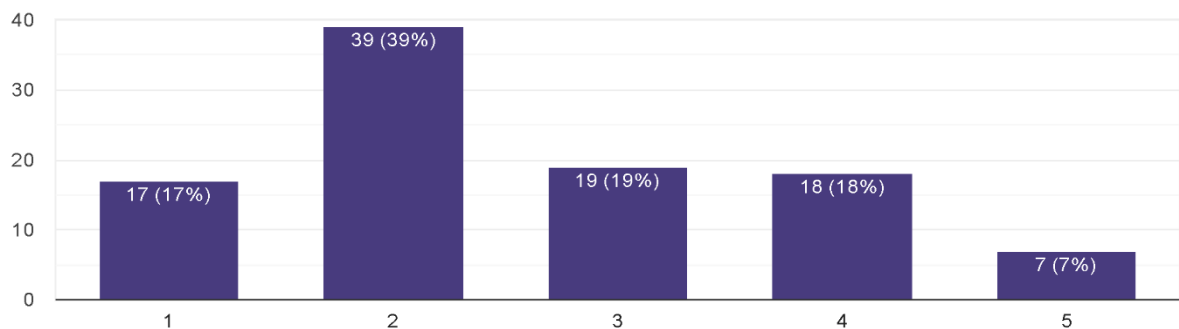
#### 4.6 High demand in the hospitality industry

Based on the current scenario, where customer demand has increased, the respondent acknowledged that they are unable to meet adequate staffing levels in all departments to ensure that no one is overloaded.

*“Unfortunately, our company is unprepared for such a scenario. This is the same case with other sectors as well, and we are in partnership with the government to continue incentivizing the players so that we can have the capacity to prepare for the oncoming situation”* (Mrs Carol Brennan- General Manager)

After Covid-19, In your opinion. Do you think your workplace has/had hired enough professionals for the departments?

100 respostas



As the Graphic shows most of the participants answered “agree” 39% when the questions was related to the demand of the work places post Covid-19.

In the literature review, it was found that meeting customer demand through enhanced customer service is the most pressing issue for Dublin hotels during the epidemic, as the city has become increasingly popular with tourists, especially during the warm summer months. Even though their main goal is to help people, all of the organizations in this article stressed how important it is to educate the public and bring about social change in order to make sure these problems do not happen again in the future.

## **Chapter 5: Conclusions, Limitations, and Recommendations**

The research's purpose was to examine the biggest problems faced by the hospitality sector after failing to keep or hire qualified staff. It employed a mixed-method technique to increase understanding of the sector and also find players' perspectives on their readiness to fit into the changing environment for a sustainable end. The findings show that the post-covid period of the hospitality industry is undergoing a crisis with employee staffing, especially with the mass exodus of emigrants and international students. Moreover, to lessen this crisis, most respondents believe that better remuneration, better environment, and other benefits would be ideal to solve the employment crisis, at the same time on the other side we have the management body of the companies, trying to reach the best performance within the companies, seeking to hire enough staff even seniors or entry level once upon want to work and give the best results for the companies

It was also noted that an innovative culture that supports creativity is an ideal environment to attract and retain talents. Most respondents were willing to undergo the current proposed programs to enhance their skills and qualify for higher pay in the future. The players in the hospitality industry also confirmed that they do not have the capacity to initiate adequate employment levels to meet the current growing customer demand, but they are still working hard to get into a stage which they have full staff. For these reasons, policymakers should collaborate with hospitality businesses to develop policies that boost the employers' capacity to initiate measures to better their operations and meet current demand. Tourism is the major economic sector in Ireland, so support from the government is crucial to help the business keep growing.

The methods used in this study constitute one of its main flaws. First, the sample approach only asked questions of a select group related to the sector for the quantitative research with 19 open and closed questions, also three management body of the companies for the qualitative method

with 10 questions open for answers, which limits the generalizability of the results to those who actually filled out the survey. Due the high demand in the sector a deeply research with qualitative interviews were not possible to be done, Managers gave a really short time to talk even getting appointment was difficult.

Second, the researcher had to pick a cross-sectional survey because of time constraints, which eliminated the possibility of retesting the questions or investigating the relationship between variables. While the survey did an excellent job of outlining the planned strategies and providing useful insights and directions that contributed a lot to understand the side of employees related to dissatisfaction within the sector and what would be the biggest reasons to leave hospitality, also what companies are planning/doing to be back in the competitive market as before the Pandemic and have the full staff status again with no crises.

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## Appendices

### Appendix 1

#### Survey questionnaire

1. What is your gender?

- Male
- Female
- Prefer not to say

2. What is your age group?

- 18 - 25
- 26 - 30
- 31 - 35
- 36 - 40
- 41 - 59
- 60 +

3. Do you work in hospitality sector?

- Yes
- No

4. Which of the hospitality sector segmentation do you work?

- Hotel
- Restaurant
- Pub
- Hostel
- N/A
- Other:

5. Which of the department do you work with?

- Front of house
- Kitchen
- HR
- Accommodation
- Reception
- Bar
- Other:

6. Which is your current position at work?

- Waiter/waitress
- Floor staff
- Chef
- Housekeeping
- Cleaner
- Receptionist
- Bartender
- Other:

**7.** How long do you work in the hospitality sector?

- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- 5 to 6 years
- More than 6 years

**8.** What is your education level?

- Elementary school
- Complete high school (2nd degree)
- Under degree
- Post Degree
- master or doctorate

**9-** How did you find the job you are current working with?

- A friend recommendation
- Company Web site
- News
- Ireland jobs ex:(jobs.ie)
- Other: \_\_\_\_\_

**10-** How much is your average annual income at the moment?

- Between 15.000K- 20.000K
- Between 20.000K-25-000K
- Between 25.000K- 30.000K
- Between 30.000K-40.000K
- Between 40.000K-45-000K
- Over 45.000

**11-** Are you happy enough in your current workplace?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**12.** What would be the reason for you to leave the hospitality sector and seek for another area to work on? give your opinion.

- Too stressful
- Inflexible
- Working hours
- Bad management
- Uncomfortable atmosphere
- Low salary
- Most of weekends working

**13.** Have you tried or started to get any qualification/course to chase a new Career?

If the answer is yes, which area?

If no, just say no!

**14.** After covid-19 in your point of view. Do you think the hospitality sector is dealing with a higher demand of customers?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**15.** After Covid-19, In your opinion. Do you think your workplace has/had hired enough professionals for the departments?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**16.** You as a staff member fell that the Company/Management is giving the right value for the staff current working in the sector?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**17.** Would you recommend someone you know to start working in this sector due the great Atmosphere, good wages, and the great environment?

- Extremely
- Very
- Moderately
- Slightly
- Not at all

**18.** What attracted/made you start working in hospitality sector?

- Easy access
- Attractive Salary
- Life conditions
- Low education
- High education
- Not opportunities in a different sector
- Other:

**19.** What is the strongest point when you are looking for a job (in hospitality) that you look into before being hired?

- Salary
- Work conditions
- Benefits offered by the company
- Location
- Life balance
- Other:

## **Apendix2**

### **Interview questionnaire**

**1-**What is you currently position in the company?

Answer:

**2-** How long do you work/own a business in hospitality?

In your point of view, after the virus of covid-19 had faced the country and pushed business to remain closed for over a year.

Answer:

**3-** How easier or difficult has been for the RH to search for new staff members with background qualifications and experience for the vacancies opening, compared with the scenario pre-covid?

Answer:

**4-** In your view, how far does the culture of the hospitality industry drives and attracts new members to apply for open positions?

Answer:

**5-**After the pandemic, when companies were allowed to reopen their doors, part of the employees in several companies did not return to activities.

When a staff member handed the resignation letter to the responsible manager/HR, what were the most significant reasons they did not return to work?

Answer:

**6-** Do you think that during the pandemic, employees in the hospitality sector, due to having a long time without work, sought to qualify in other areas? comment.

Answer:

**7-** After the pandemic, do you think that companies in the hospitality sector are investing more in the company's employees in order to value the employee in the search to facilitate hiring and keeping them, what has changed in the company's approach after the pandemic?

Answer:

**8-** How is the company positioning itself in relation to the high demand in the sector since the country reopened its doors to tourism and full operating capacity?

Answer:

**9-** Regarding communication between company and employee after the covid-19 pandemic.

Communication with employees became closer by the years where employees can express theirs self in terms of giving their point of view on improvements, complements, problems, opinions...

For the company, how important it is and what are what are the advantages for the employer?

Answer:

**10-** Is the company still providing products/service with the high quality and standard that used to do before covid-19, which the staff is proud of being part of the team. Even with the crises in the sector, how the company is dealing to maintain quality in the competitive market?

Answer:

## Appendix 3

### Survey table

The impact of Crises in the Hospitality Sector Post Covid-19.		
<b>1. What is your gender?</b>	<b>Counts</b>	<b>%</b>



Male	44	43%
Female	57	56%
Prefer not to say	1	1%
<b>2. What is your age group?</b>	<b>Counts</b>	<b>%</b>
18 - 25	22	21.6%
26 - 30	30	29.4%
31 - 35	32	31.4%
36 - 40	10	9.8%
41 - 59	7	6.9%
60 +	1	1%
<b>3. Do you work in hospitality sector?</b>	<b>Counts</b>	<b>%</b>
Yes	80	78,40,00 %
No	22	21.6 %
	<b>Counts</b>	<b>%</b>
<b>4. Which of the hospitality sector segmentation do you work?</b>		
Hotel	33	34,70,00 %
Restaurant	31	32,6
Pub	11	11,6
Hostel	7	7,4
N/A	3	3,1
Other		10,6
<b>5. Which of the department do you work with?</b>		
	<b>Counts</b>	<b>%</b>
Front of house	25	25,5
Kitchen	29	29,6
HR	3	3,1
Accommodation	10	10,2
Reception	10	10,2
Bar	14	14,3
Other:	7	7,1
<b>6. Which is your current position at work?</b>	<b>Counts</b>	<b>%</b>
Waiter/waitress	23	23,2
Floor staff	9	9,1
Chef	24	24,2
Housekeeping	6	6,1
Cleaner	4	4
Receptionist	10	10
Bartender	6	6,1
Other:	17	17,2
<b>7. How long do you work in the hospitality sector?</b>		
	<b>Counts</b>	<b>%</b>
Less than 1 year	29	30,2

1 to 3 years	27	28,1
4 to 5 years	28	29,2
5 to 6 years	5	4,2
More than 6 years	8	8.3
<b>8- What is your education level?</b>	<b>Counts</b>	<b>%</b>
Elementary school	2	2
Complete high school (2nd degree)	32	31,4
Under degree	49	48
Post Degree	16	16,7
master or doctorate	2	2
<b>9-How did you find the job you are current working with?</b>		
	<b>Counts</b>	<b>%</b>
A friend recommendation	54	52,9
Company Web site	7	6,9
News	0	0
Ireland jobs ex:(jobs.ie)	34	33,3
Other: _____	6	6,9
<b>10- How much is your average annual income at the moment?</b>		
	<b>Counts</b>	<b>%</b>
Between 15.000K- 20.000K	34	33,3
Between 20.000K-25-000K	24	23,5
Between 25.000K- 30.000K	23	22,5
Between 30.000K-40.000K	19	18,6
Between 40.000K-45-000K	1	1
Over 45.000	1	1
<b>11- Are you happy enough in your current workplace?</b>		
	<b>Counts</b>	<b>%</b>
Strongly agree	15	14,7
Agree	15	14,7
Neutral	18	17,6
Disagree	38	37,3
Strongly disagree	16	15,7
<b>12- What would be the reason for you to leave the hospitality sector, and seek for another area to work on? On a scale of 1 to 5, give your opinion.</b>		
	Yes	No
Too stressful	69	24
Inflexible working hours	47	48
Bad management	56	34
Uncomfortable atmosphere	42	46
Low salary	69	21
Most of weekends working	78	16
<b>13- Have you tried or started to get any qualification/course to chase a new path?</b>		
Yes	63	

No	39	
If it is yes which area: _Many different areas		
<b>14- After covid-19 in your point of view, do you think the hospitality sector is dealing with a higher demand of customers?</b>		
	<b>Counts</b>	<b>%</b>
Strongly agree	1	1
Agree	3	2,9
Neutral	25	24,5
Disagree	27	26,5
Strongly disagree	46	45,1
<b>15-After Covid-19, In your opinion. You think your workplace has/had hired enough professionals for the departments?</b>		
	<b>Counts</b>	<b>%</b>
Strongly agree	17	17
Agree	39	39
Neutral	19	19
Disagree	18	18
Strongly disagree	7	7
<b>16- You as a staff member fell that the Company/Management is giving the right value for the staff current working in the sector?</b>		
	<b>Counts</b>	<b>%</b>
Strongly agree	4	4
Agree	21	20,8
Neutral	28	27,7
Disagree	35	34,7
Strongly disagree	13	12,9
<b>17- Would you recommend someone you know to start working in this sector due the great Atmosphere, good wages, and the great environment?</b>		
	<b>Counts</b>	<b>%</b>
Extremely	8	7,8
Very	25	24,5
Moderately	37	36,6
Slightly	17	16,7
Not at all	15	14,7
<b>18- What attracted/made you start working in hospitality sector?</b>		
	<b>Counts</b>	<b>%</b>
Easy accessibility	34	35,4
Salary	9	9,4
Life conditions	9	9,4
Low education	5	5,2
Hight education	0	0
Not opportunities in a different sector	36	37,5
Other: _____ Many othe answers _____		

19- What is the strongest point when you are looking for a job (in hospitality) that you look into before being hired?	Counts	%
Salary	23	32
Work conditions	29	29
Benefits offered by the company	13	13
Location	9	9
Life balance	14	14
Other: _____	5	5

## Appendix 4

### Interview Anna Szabo HR Manager Ashling Hotel Dublin.

1-What is your current position in the company?

Answer: Human Resource Manager

2- How long do you work/own a business in hospitality?

In your point of view, after the virus of covid-19 had faced the country and pushed business to remain closed for over a year.

- *I am working in hospitality since 20 years in total (I started working in hospitality in Romania, when I was 17 years old, then on European River Cruise Ships for 3yrs), and in Ireland since 8 yrs.*

3- How easier or difficult has been for the HR to search for new staff members with background qualifications and experience for the vacancies opening, compared with the scenario pre-covid?

- *The recruitment was and still is very difficult after Covid, as throughout the pandemic, it seems the trend was for previous hospitality staff to focus and reorient themselves to other industries.*

4- In your view, how far does the culture of the hospitality industry drive and attract new members to apply for open positions?

- *I believe that it is paramount for the recruiters to have a strategy with a strong emphasis on attraction and retention. Moreover, the managers and the existing employees are responsible for creating an inclusive culture in order for their departments to work efficiently and harmoniously.*
- *In the Ashling Hotel we have the "Refer a friend" scheme, where existing staff members recommend us to their friends for employment. We get a lot of referrals, therefore the atmosphere and the culture in the hotel are great and this provides the team members a happy working environment.*
- *Recruiters should also be open to working schedules when possible and allow a flexibility regarding working hours to suit the employees and the business. This aspect*

*of the hospitality culture is an important one as some employees need to attend classes or have other commitments.*

**5-**After the pandemic, when companies were allowed to reopen their doors, part of the employees in several companies did not return to activities.

When a staff member handed the resignation letter to the responsible manager/HR, what were the most significant reasons they did not return to work?

- *Some staff members found another job in the same industry; some found a job in a completely different industry and some staff members in the industry that they were studying for (or started to study during the pandemic). Also, very important to note, some of the staff members didn't want to work weekends anymore, and that didn't suited the business.*

**6-** Do you think that during the pandemic, employees in the hospitality sector, due to having a long time without work, sought to qualify in other areas? comment.

- *Yes, definitely. I believe this has a lot to do with the fact that hospitality was one of the industries that was presented to be very uncertain during the last 2 yrs and a half and people needed to make sure their jobs are permanent.*

**7-** After the pandemic, do you think that companies in the hospitality sector are investing more in the company's employees in order to value the employee in the search to facilitate hiring and keeping them, what has changed in the company's approach after the pandemic?

- *Yes, some of the companies have added employee benefits and increased the wages based on the demand for certain roles within their industry. Amongst Ashling Hotel's employee benefits, we would offer uniforms, paid breaks, meals on duty, training and development opportunities. As mentioned above, as well some hotels are now more open to working schedules when possible and allow a flexibility regarding working hours to suit the employees and the business.*

**8-** How is the company positioning itself in relation to the high demand in the sector since the country reopened its doors to tourism and full operating capacity?

- *I believe that we managed successfully to recruit almost the full teams for each department, and that is visible according to guest reviews regarding service. The benefits that we offer attract new employees. The most difficult area to recruit is accommodation.*

**9-** Regarding communication between company and employee after the covid-19 pandemic. Communication with employees became closer by the years where employees can express their self in terms of giving their point of view on improvements, complements, problems, opinions...

For the company, how important it is and what are what are the advantages for the employer?

- *Nowadays, as the world is changing so rapidly, we are open to receive and listen to any type of feedback (positive or negative) coming from the employee and we are*

*taking it on board. If it is a reasonable request, we can certainly work together to achieve a better working environment.*

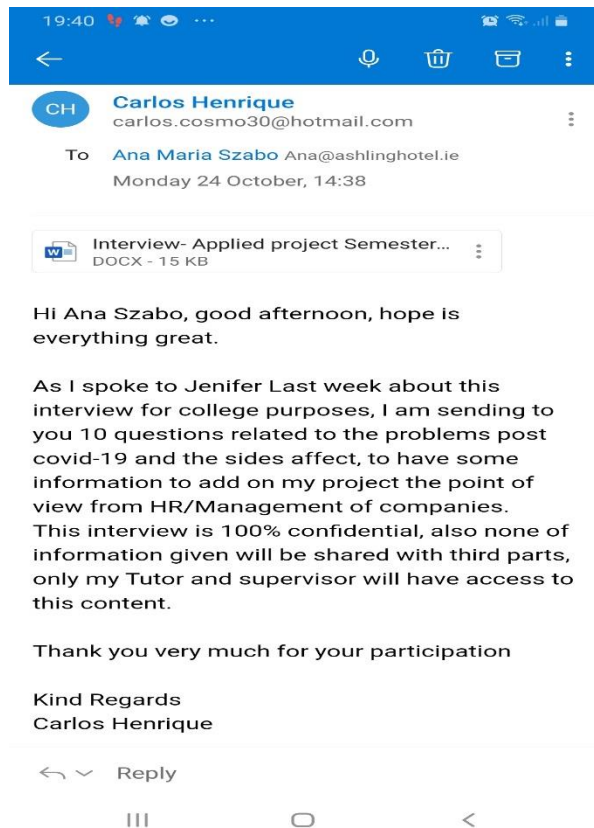
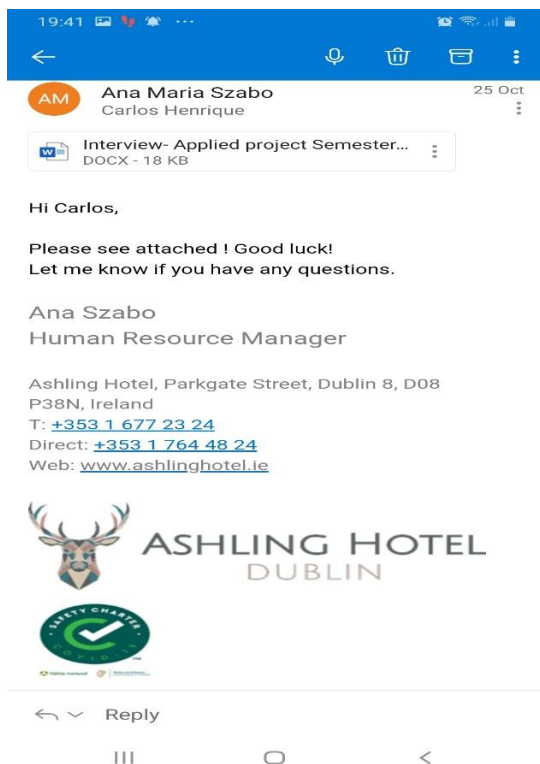
**10-** Is the company still providing products/service with the high quality and standard that used to do before covid-19, which the staff is proud of being part of the team. Even with the crises in the sector, how the company is dealing to maintain quality in the competitive market?

➤ *I am happy to say I am proud of all the Ashling Hotel team. We have an amazing, hard-working team that continuously strives in offering the best quality service to our guests.*

*We have received numerous awards already this year: “The best Irish Breakfast”, “Business & Conference Hotel of the Year”, our Sales & Marketing Director has just been awarded with the “The best Marketing Manager of the year” and one of our Assistant Managers received the award “Rising Star”. Our Accommodation Department received the Gold Award for the Irish Accommodation Service Institute.*

## Appendix 5

### Support of interview- Ana Szabo



## Appendix 6

### Interview Tim Giblin Partnership at The Tolka House Gastro Pub- Full Transcript

1-What is your currently position in the company?

- *Partnership in Tolka House Gastro Pub*

2- How long do you work/own a business in hospitality? In your point of view, after the virus of covid-19 had faced the country and pushed business to remain closed for over a year.

- *Since 1997*

3- How easy or difficult has been for the HR to search for new staff members with correct qualifications and experience for employment, compared with the scenario pre-covid?

- *It has become remarkably difficult to recruit and sustain staff long-term due to the competitive nature of businesses offering a variety of pay scales. Small and large businesses are suffering equally at the hands of sporadic changes with staff starting and finishing more frequent.*

4- In your view, how far does the culture of the hospitality industry drives and attracts new members to apply for open positions?

- *The overall culture needs to change the attitude towards work ethic and management skillset. I have observed a severe lack of competencies amongst my peer's post pandemics. And I am fighting daily to change this situation in my company. I always want to have a happy staff working for me, we are changing the behaviour in aspect of bring a young generation as staff, in order to attract more and more people to the pub as well.*

5-After the pandemic, when companies were allowed to reopen their doors, part of the employees in several companies did not return to activities.

When a staff member handed the resignation letter to the responsible manager/HR, what were the most significant reasons they did not return to work?

- *Predominately the reason was pay rates and second was career changes, now days people do not want to work with heavy jobs anymore, they are looking for jobs which they can have more time to socialise and do not work on weekends.*

6- Do you think that during the pandemic, employees in the hospitality sector, due to having a long time without work, sought to qualify in other areas? comment.

- *I believe so. Many have returned to education or have decided to work casual contracts with catering companies for events while also remaining on social welfare.*

7- After the pandemic, do you think that companies in the hospitality sector are investing

more in the company's employees in order to value the employee in the search to facilitate hiring and keeping them, what has changed in the company's approach after the pandemic?

- *As a manager, I will say most companies have not. I put this down to bad management skills and weak mentorship from hierarchy positions.*

**8-** How is the company positioning itself in relation to the high demand in the sector since the country reopened its doors to tourism and full operating capacity?

- *At present most hospitality events and day to day operations are suffering due to lack of team orientated commitments to the job specification. I believe communication has deteriorated between management and staff and with lack of staff, the demand is incredibly difficult to accommodate, especially coming into Christmas season.*

**9-** Regarding communication between company and employee after the covid-19 pandemic. Communication with employees became closer by the years where employees can express their self in terms of giving their point of view on improvements, complements, problems, opinions.

For the company, how important it is and what are what are the advantages for the employer?

- *As the employees are the face of the business most of the time, I feel hospitality owners and managers should take a lot more opinions into consideration given by staff members at team meetings as they can highlight many defects that managers may never realise and in turn could be very cost effective to maintaining a healthy profit for the business.*

**10-** Is the company still providing products/service with the high quality and standard that used to do before covid-19, which the staff is proud of being part of the team. Even with the crises in the sector, how the company is dealing to maintain quality in the competitive market?

- *I believe yes and no. It entirely depends on the long-term objectives of the owners. Personally, I feel there are moments where a serious inventory to a work approach is needed. On the other hand, I will admit that the mentality of any service worker needs to be evaluated and understand that success comes with hard work and patience in order to gain job satisfaction.*

## Appendix 7

### Participant consent form

#### To better understand what the biggest problems in Hospitality Sector post Covid-19 are.

- I voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.



- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves answering questions regarding the use of marketing practices and donation tools which the organisation I represent uses.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of the organisation I speak about.
- I understand that disguised extracts from my interview may be quoted in the written report of this interview, the research findings and presentation of the project
- I understand that if I inform the researcher that myself or someone else is at risk of harm, they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in power of the researcher until the confirmation of the results of such project by the exam board of Independent College of Dublin.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years counting from May 2021 when the exam board will be taken place. • I understand that under freedom of information legislation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Carlos Henrique Cosmo Silva, BA (Hons) Marketing Studies student at Independent College Dublin.

Email: [Henriquevendasmais95@gmail.com](mailto:Henriquevendasmais95@gmail.com)

[Carlos.Cosmo30@hotmail.com](mailto:Carlos.Cosmo30@hotmail.com)

This research is under academic supervision of Dr. Daniel O'Sullivan, member lecturer at Independent College Dublin.

By checking the box, you certify to have read the statements above and agree to participate.

x

**Participant's name:** *Tim Giblin*

**Date:** *26/10/2022*

I believe the participant is giving informed consent to participate in this study

**Researcher's name :** Carlos Henrique Cosmo Silva

**Date:** 26/10/2022

## Appendix 8

### Ethical Form

<b>Form A: Application for Ethical Approval Undergraduate/Taught Postgraduate Research</b>	
This form should be submitted to the module leader for the relevant initial proposal and/or the relevant supervisor is the proposal has already been accepted. <b>Please save this file as STUDENT NUMBER_AEA_FormA.docx</b>	
<b>Title of Project</b>	Final Report
<b>Name of Learner</b>	Carlos Henrique Cosmo Silva
<b>Student Number</b>	51706652
<b>Name of Supervisor/Tutor</b>	Jonh Dunne

**Check the relevant boxes. All questions must be answered before submitting to the relevant lecturer / supervisor. Note: only one box per row should be selected.**

Item	Question	Yes	No	NA
1	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Will you tell participants that their participation is voluntary?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Will you obtain written consent for participation (through a signed or 'ticked' consent form)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	If the research is observational, will you ask participants for their consent to being observed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Will you tell participants that they may withdraw from the research at any time and for any reason?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Will you give participants the option of not answering any question they do not want to answer?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Will you ensure that participant data will be treated with full confidentiality and anonymity and, if published, will not be identifiable as any individual or group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Will you debrief participants at the end of their participation (i.e., give them a brief explanation of the study)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	If your study involves people between 16 and 18 years, will you ensure that passive consent is obtained from parents/guardians, with active consent obtained from both the child and their school/organisation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	If your study involves people less than 16 years, will you ensure that <u>active</u> consent is obtained from parents/guardians <u>and</u> that a parent/guardian or their nominee (such as a teacher) will be present throughout the data collection period?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>11</b>	If your study requires evaluation by an ethics committee/board at an external agency, will you wait until you have approval from both the Independent College Dublin and the external ethics committee before starting data collection.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>12</b>	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.) will you inform participants in writing that their grades and/or evaluation will be in no way affected by their participation (or lack thereof) in your research?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>13</b>	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.), does your study involve asking participants about their academic or professional achievements, motivations, abilities or philosophies? (please note that this does not apply to QA1 or QA3 forms, or questionnaires limited to market research, that do not require ethical approval from the IREC)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>14</b>	Will your project involve deliberately misleading participants in any way?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>15</b>	Is there any realistic risk of any participants experiencing either physical or psychological distress or discomfort?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>16</b>	Does your project involve work with animals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>17</b>	Do you plan to give individual feedback to participants regarding their scores on any task or scale?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>18</b>	Does your study examine any sensitive topics (such as, but not limited to, religion, sexuality, alcohol, crime, drugs, mental health, physical health, etc.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>19</b>	Is your study designed to change the mental state of participants in any negative way (such as inducing aggression, frustration, etc?)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>20</b>	Does your study involve an external agency (e.g. for recruitment)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>21</b>	Do your participants fall into any of the following special groups?  <i>(except where one or more individuals with such characteristics may naturally occur within a general population, such as a sample of students)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	

If you have ticked any of the shaded boxes above, you should consult with your module leader / supervisor immediately. **You will need to fill in Form B Ethical Approval** and submit it to the Research & Ethics Committee **instead** of this form.

There is an obligation on the researcher to bring to the attention of the Research & Ethics Committee any issues with ethical implications not clearly covered by the above checklist.

I consider that this project has **no** significant ethical implications to be brought before the relevant Research & Ethics Committee. I have read and understood the specific guidelines for completion of Ethics Application Forms. I am familiar with the codes of professional ethics relevant to my discipline (and have discussed them with my supervisor).

<b>Name of Learner</b>	Carlos Henrique Cosmo Silva
<b>Student Number</b>	51706652
<b>Date</b>	25/11/2022

I have discussed this project with the learner in question, and I agree that it has no significant ethical implications to be brought before the Research & Ethics Committee.

<b>Name of Supervisor/Lecturer</b>	Click or tap here to enter text.
<b>Date</b>	Click or tap here to enter text.

